

DDP/63-1106

DDP/3-1334

13 March 1963

MEMORANDUM FOR: Inspector General

SUBJECT: Fitness Reports

**REFERENCE: Your Memorandum 12 January 1963,
This Subject**

1. As you know, practically all the delinquencies in fitness reports in the Clandestine Services have been rectified and we are completing the few remaining ones. [REDACTED] I understand, has been keeping you up to date on our considerable progress in this respect.

STATINTL

2. The question of showing the fitness report to the employee concerned is an important one. As your memorandum indicates, policy clearly calls for showing the report, although it also provides for exceptional cases. I believe our discussion this afternoon confirms the fact that we are in agreement that in the exceptional circumstances provided for in the regulation (a case, for example, in which showing an adverse report, in addition to discussing it with the employee concerned, might result in a drastic retrogression or breakdown) a report need not be shown to the individual at the time it is written although later circumstances may make it appropriate and highly desirable to do so. Certainly, this would not relieve the supervisor of the need for keeping the employee advised if the employee's performance is consistently substandard.

3. With respect to Chiefs of Station, our discussion confirmed our understanding that it is preferable and certainly more practical to insist on the Chief of Station being shown his fitness report here at headquarters either between tours of duty abroad,

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or on return PCS from tour of duty, or while here on TDY during a tour of duty. Mr. [] will take steps to insure that our component chiefs are appropriately advised. He will also take the necessary action to ensure that a memorandum submitted in lieu of a report on the prescribed form is processed as prescribed for Form 45.

4. We are continuing our efforts to improve the quality and usefulness of our fitness reports.

/s/

Thomas H. Karamessines
Assistant Deputy Director (Plans)

cc: Director of Personnel
via DD/S

APR 13 1982

SECRET